

# HAPPY NEW YEAR!

Health Care Savings Program and SHARI Project Honored, Nine Gain Honorable Mention

## **HHSA Wins Two More Awards**

The California State Association of Counties Annual Challenge Awards were handed out recently. Two San Diego County Health and Human Services Agency programs were named Merit Award winners and nine Agency programs received honorable mention.

The Agency's *Medi-Cal Administrative Activities/ Targeted Case Management* program was honored for its outreach program to school and hospital districts, transit agencies and community-based organizations. The goal was to let the 350,000 people in San Diego who receive or are eligible for Medi-Cal know that they are also eligible for this program.

The second honor went to the SHARI (Special Help

for At-Risk Individuals) *Project*, a collaboration between the Agency, mental health providers, private psychiatrists and local hospitals. The project helps reduce unnecessary hospitalizations by steering clients back to community care. The free program, administered by Mental Health Clinical Services, has reduced hospitalization costs by \$355,558 to date.

Honorable Mention recognition went to Aging & Independence Services call centers, Community Services for Families, East Region Way Station, Elder Death Review Team of SD County, "It's How We Live," Mobile Remote Workforce Innovation in Health Care, Project KEEP, San Pasqual Academy Agriculture Program and School Summits on childhood obesity.

### Moreno-Peraza Receives Prestigious Award

Agency Alcohol and Drug Services Director **Connie Moreno-Peraza** received the Cultural Diversity award from the California Department of Alcohol and Drug Programs in November for recognition of her outstanding work in Alcohol and Drug Prevention Treatment and Recovery fields.

The awards program recognizes the valuable contributions by individuals and organizations in the alcohol and drug treatment, prevention and recovery fields. Recipients demonstrate outstanding achievement in developing innovative approaches in treatment, prevention, and recovery as well as sensitivity to cultural diversity.



Connie Moreno-Peraza, left, with Kathryn P. Jett, Director of the California Dept. of Alcohol and Drug Programs.

## January 2007

## The HHSA Connection

#### A Message from Jean M. Shepard

Health and Human Services Agency Director

Even though County business operates on a fiscal year, from July to June. the coming of a new calendar year always brings a good opportunity to



review our operations and plan new strategies.

2006 was a very successful year for the Agency. Programs and regions managed operations well, we provided high quality services, and many individuals and families were helped by the work we do. We also looked at ways to get even better. Many of you were directly involved with a Continuous Improvement Project, **Business Process Reengineering** effort, Deep Dive study, or an Employee Satisfaction Committee. These are some of the formal team approaches to looking at how we do things and finding ways to improve.

Forming an organized team is one way to pull people together, but sometimes a less structured approach works just as well. Making a change begins with one person having an idea and sharing that idea with others. Don't be afraid to network with your co-workers. Since enthusiasm is contagious, the more you share with others, the more likely your good ideas will come to life.

Wishing you the best in the New Year.

Jean M. Shepard

#### **East Region Shopping Spree Brings Smiles**

The East Region's holiday Shopping Spree is a yearly event that has taken place since December, 2002. It's gone from a small one-day affair to a big three-day event. That's quite an accomplishment for **Dehlia** Lorenzo of the Aging & Independence Services Community unit and the team of about 50 County employee volunteers who have brought smiles to the faces of more than 500 children in East Region.

"We've come a long way," Lorenzo said. "At first, I was able to keep all the donations in my small cubicle area and now the whole conference room is stuffed with more than 1,000 toys and gift items, 350 'Spiderman' backpacks and 500 Neighborhoods for Kids t-shirts for a three-day spree. In addition, each family receives a family pack envelope day Shopping Spree. from Hometown Buffet."



Children were delighted by the East Region's "mascot" for their holi-

The happy faces benefiting from this event come from a variety of units within East Region and Aging & Independence Services: foster care, childcare, APS, IHSA, PHN, and CPS. Social workers and Public Health Nurses usually accompany their clients and assist them with the delivery of the gifts. In the end, all volunteers agreed that what makes this effort worthwhile is that everybody tries to provide a personal touch to their interaction with the families benefiting from the event.



The East Region's holiday Shopping Spree has grown every year and now the toys fill a conference room.

### KCET-TV Charmed by Return to San Pasqual

KCET returned to the campus of San Pasqual Academy to update viewers on the students and grandparents and a memorable graduation ceremony for a half-hour special episode of *California Connected* called "Family Matters."

Due to an unforseen sequencing error at KPBS (the local California Connected affiliate) the show never aired on its original airdate in December. Instead, the show will now be seen on Friday, January 26th at 9 p.m.

The KCET crew was on location for two days shooting the updates for the new show. California Connected first visited San Pasqual in March 2006 and returned three months later to follow some of the students on graduation day.

According to California Connected producer Angela Shelley, "It was a multi-tissue ceremony.

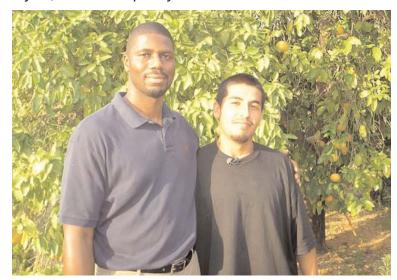
"The emotional connection the seniors and the foster kids have for one another is palpable. For me, a piece is perfect when we capture people in the act of just being themselves and that's what happened with this story. Its power is in its simplicity," Shelley said on the show's website. "I'll never forget them (the seniors and the grandparents)."

Viewers can check out www.californiaconnected.org to see updates on the people featured in the show.

If you miss the program, you can also see it online by going to the archives section and typing in the name of the program - "Family Matters."



"Grandma" Jean hosts poetry slams at her house once a week for San Pasqual students. She's pictured with Myles, who writes poetry.



Bryan Moore, left, runs the Transitional Housing program at San Pasqual. He's pictured with Marcos, a 2005 graduate who is able to continue to live on-campus because of Bryan's program.

Photos courtesy of KCET-TV.

#### **Emergency Survival Program**

There are many resources available to help you. For example, the <u>County's</u>

<u>Office of Emergency Services</u> offers an Emergency Survival Program (ESP) with monthly tips to increase emergency preparedness at home, in the community, at work and at school.

The January theme is "Floods," what to do before, during and after a flood.

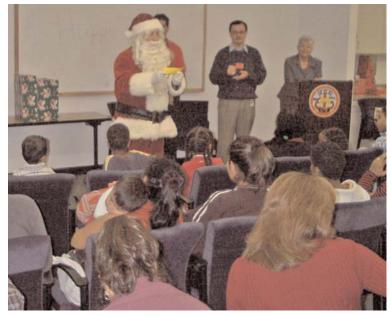
The County's emergency page will provide valuable information in the event of a disaster.

# **CAP and UPS Join Forces for Toy Express**

This year 20 low-income families received Christmas toys through the generous contributions of San Diego Kearny Mesa UPS employees and their UPS Toy Express. UPS employee Joe Terzoli made the connection with Community Action Partnership (CAP) of San Diego. He expressed an interest in donating to needy San Diego families. Children were then selected by their case managers in Family Self-Sufficiency programs. These programs are funded through CAP and provide service to economically disadvantaged area residents.

Children in these needy families would not otherwise have received any gifts for Christmas. Santa Claus helped out by giving the presents to each and every child on December 20 at the San Diego County Library Headquarters on Overland Street.

Central Region Director **Rene Santiago** handed out certificates of appreciation to UPS and to Terzoli. UPS Toy Express hopes to make this an annual event as the children were happy and thankful to receive the presents this holiday.



Agency Central Region Director **Rene Santiago** watches as Santa Claus checks his list during the UPS Toy Express held in conjuction with CAP.

#### **DIBBS Pays Dividends**

Nine Agency staffers were rewarded for their creative suggestions recently with DIBBS awards from the County. The awards presentation was made by Board Chairman **Bill Horn**.

Magdalena Valladolid won a \$283 Productivity Award and \$54 Tangible Award for her suggestion that eliminated repeated faxing of internal reports at the Crisis House that will save the County an estimated \$6,019 in the first year. The evaluator said, "She saw a need, responded with a solution and has maximized East Region dollars."

Ivy Stein's idea to implement a voucher system for client transportation earned her a \$50 Productivity and \$50 Intangible award. It was noted this suggestion will improve customer service, save time, be more efficient and cost effective. The resulting savings are estimated to be \$639.

**Eileen Mills** earned her \$58 Productivity Award for creating a process manual to simplify a complex and cumbersome form the State provided. The County adopted the process and the State of California provides her manual as a resource statewide. The estimated savings will be \$1,173.

Intangible Award winners of \$50 each included:

Laurie Horton (using cell phone cameras to obtain photo evidence for CPS), Loreto Negado (reducing bleach exposure for testing employees), Karen Baluyot (utilizing a "FastFiler" system for CWS), Cynthia Martinez (electronic date stamp for the Information Center of the Lemon Grove Child Care Section Unit), Jeanne Hansen (no-fee 411 calls for field workers) and Iris Bentz-Hora (allowing Public Health Nurses to earn Continuing Education Units for their monthly meetings).

Intangible Benefit Award - \$50: For benefits that cannot be calculated in dollars or time savings.

Tangible Savings Award - \$50 to \$20,000: For a reduction in a budgeted expense or as an increase in revenue.

Productivity Savings Award - \$50 to \$1,000: For a reduction in the amount of staff time needed to accomplish a particular task that can be reallocated to another task.

#### **Lemon Grove FRC Employee Shares Kindess With Others**

#### By Alicia Harvey Vera

Random acts of kindness are a wonderful way to reach across time, space or culture to touch the life of another being. Some of them are just very small, simple kind deeds. But even the smallest, most simple act of kindness can make a difference in someone's life in a very big way.

We had the chance to experience one such act at Lemon Grove FRC recently when employees were summoned to conference room B. As I approached the area, a long line of about 20 staff were commenting on the generosity of their co-worker as they waited in line. It turns out that Aurelia Araceli Cruz surprised everybody by cooking a generous serving of Pancit, Lumpia Shanghai, sweet bread for Macias, Gemma Delima, Kathy Miner, Elba FRC and Childcare staff.

Lemon Grove FRC employees (clockwise) Brenda Espinoza, Erika Medina, and Melinda Fernandez enjoy the Pancit and Lumpia Shanghai treats Aurelia

Immediately I thought we have to make this a lasting Araceli Cruz brought in for her co-workers. memory, so I brought my camera and asked staff if

they would like to be photographed for an article to highlight this affectionate expression. Everybody was very happy and appreciative for Cruz' gesture and headed back to their desks with a full plate. I inquired further and found out that this seemingly random act of kindness is just another example of what has been a regular, consistent pattern of performance by Aurelia Araceli Cruz when she was hired in May.



Aurelia Araceli Cruz

I asked Cruz what motivated her to act this way and she replied that it's her way of saying Merry Christmas to everybody. She enjoys cooking and sharing her cooking creations. Her coworkers commented that Cruz "Spoils us; she is a very giving person." Sylvia Melena, manager, added, "She's an includer, that's her #1 strength; she is a very accepting person, who continually strives to make others feel comfortable and part of what she is involved in. She frequently brings delicious home-made dishes, which she freely shares with all."

Back at my desk, I thought: this is it. Here I can find others who think that those things, in general, can, and have to be better for everybody. We need to be able to build a society where we can all be treated with respect and kindness - and that starts with our own actions on how we are respectful and kind to others without expecting a reward in exchange, except perhaps the genuine, silent smile of those around.

"I expect to pass through this world but once. Any good thing, therefore, that I can do or any kindness I can show to any fellow human being let me do it now. Let me not defer nor neglect it, for I shall not pass this way again." - Stephen Grellet (1773-1855), Quaker missionary.

### January 2007

## The HHSA Connection



Amethyst Lawson (left), **Robert Maass** and Haley Snider enjoyed AIS' Intergenerational Games.

# Older-Younger Pairing Makes Everyone a Winner at Intergenerational Games

Youth joined active older adults and other volunteers at Intergenerational Games in November at both the U.S. Olympic Center in Chula Vista and the Boys and Girls Clubs of East County.

Aging & Independence Services, which created the idea of the Intergenerational Games, seeks to expand this valuable event to communities throughout the county. The goal is to bring young and old together to promote healthy and active lifestyles, while increasing mutual understanding and respect between generations.

Teams of youth and older adults participated not only in athletic events but educational activities, such as the Food Pyramid Relay, which sent teams running back and forth between a bag of grocery items and a blank food pyramid. As teams placed grocery items on the pyramid, they learned about the food groups and proper nutrition behaviors that will help them fight the growing obesity epidemic.

All youngsters and older adults received medals for their participation, made new friends, and formed bonds that reinforced the day's theme "Everyone's a Winner." These events would not be possible without the support of community-based agencies.

## By the Numbers

San Diego County Immunization Branch conducts an annual telephone survey of San Diego County residents. One of the surveys conducted was of 582 parents/legal guardians of San Diego County adolescents. The adolescent survey focused on the immunization status among 11- to 15-year-olds in order to determine vaccination coverage levels for adolescents residing in San Diego County, identify trends ini immunization between 2003 and 2006, and identify opportunities for new vaccine education.

Results from the survey included the following:

- 36.9% of respondents have heard of the new HPV (human papillomavirus) vaccine, while 59.8% have not.
- 53% of all respondents would want their child to receive the new HPV vaccine. \*
- 36.6% of respondents did not know whether they would want their adolescent to receive the new HPV vaccine.\*
- 51.9% of parents/legal guardians would want their daughters to receive the HPV vaccine compared to 39.3% of parents/legal guardians with sons. Parents of adolescent girls were significantly more likely to want the HPV vaccine for their child.

To request additional health statistics describing health behaviors, diseases and injuries for specific populations, health trends and comparisons to national targets, please call the County's Community Health Statistics Unit at (619) 285-6479. To access the latest data and links, including the Community Profiles and the 2004 Core Public Health Indicator document, go to www.sdhealthstatistics.com.

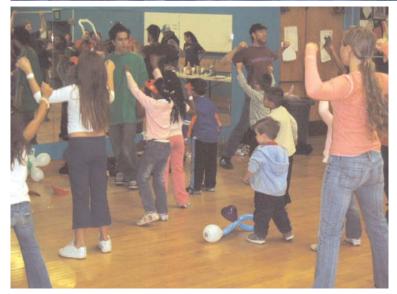
Compliance Office: (619) 515-4244

Toll-Free Compliance Hotline: (866) 549-0004

An ethical workplace is your right... and your responsibility...

<sup>\*</sup> Before responding, those who have never heard of the new vaccine were told the vaccine is used to prevent cervical cancer.

### The HHSA Connection



Foster families enjoyed a night out courtesy of Neighborhoods for Kids and the La Mesa Sunrise Rotary Club.

#### Who Had More Fun?

It's Friday night, December 1st. The buzz in the room is clearly powered by the energy of eighty-six children zipping about. In one corner, a DJ spins the latest hits - the bass reverberating in the wide-open acoustics of the auditorium. In another area, Santa Claus' ho-ho-ho elicits smiles and squeals of laughter while other children make crafts and check out the stylistic maneuvers of an Eveoke Dance Theater performance. Off to the side, in a separate room, children relax in front of a movie screen. Food is abundant and delicious.

It's hard to believe, with all the fun being had by the children, that the people enjoying themselves the most just might be the thirty-seven sets of foster parents who get a night for themselves. The La Mesa Sunrise Rotary, in collaboration with Neighborhoods for Kids, put on this respite night at Helix High School.

Maybe the foster parents shopped for Christmas gifts. Maybe they saw "Casino Royale" or another non-animated movie. Maybe they attended the Foster Parent Holiday Banquet at the Foster Parent Association.

The one thing that is certain, however, is that both foster parent and child alike had a grand time on this Friday night.

#### Sister City Program Brings Russian Visitors to Polinsky Center

The Polinsky Children's Center was the site of an international forum on November 30th when Polinsky Director **Edward Cadena** exchanged information on public residential child care facility programs with Deputy Mayor Igor Golubev and assistant to the Mayor Vitaly Vakushev of Vladivostok, Russia.

The visit was arranged by Larry D. Sieck, President of the San Diego-Vladivostok Sister City Society and his wife, Terry.

Golubev, in charge of education and social services, including services for children, and Vakushev were accompanied by interpreter Yulia Galtseva, who was instrumental in helping all three parties understand the cultural similarities and differences between the two countries and their programs for children.

Cadena's overview of our court/judicial/foster care system elicited a flurry of questions and comments from our Russian guests. It is interesting to learn that in Vladivostok, parents whose children are placed in orphanages for their protection must pay into trust funds which are established during a child's placement and from which a child may draw funds.

An interesting side note is getting a handle on the size of Russia. It takes 10 hours to fly from New York to Moscow and another 10 hours to fly from Moscow to Vladivostok.

HHSA Events Calendar - Check out what's happening, or, advise your Web contact to post events.

#### Send in kudos!

Proud of a coworker? Send text (and photos): <a href="mailto:thomas.christensen@sdcounty.ca.gov">thomas.christensen@sdcounty.ca.gov</a> - or contact your section editor, listed on page 9.

# Agency Promotes Safety as Part of Annual Toys For Tots Distribution in North Regions

A truckload of toys, donated through the US Marine Corps Reserves' Toys for Tots program, was distributed to more than 130 low-income children on December 9. Staff at the North Central Regions' two Family Resource Centers teamed together to organize the toy distribution from the Kearny Mesa site location.

Each year, the Kearny Mesa and Mission Valley Family Resource Centers have teamed up with the Toys for Tots program to distribute toys in the community. Families registered in advance for their gifts, which were available for children 14 years of age and under.



Agency Assistant Deputy Director Donna Hand, left, and Agency Pediatrician Dr. Amethyst Cureg hold a news conference promoting "Safe Toys and Gifts" month.

In preparation for this and other holiday giftgiving activities that occur in December, the Agency promoted "Safe Toys and Gifts" month at a press conference held on December 8th. Assistant Deputy Director **Donna Hand** welcomed the media covering the event, discussed the Saturday toy distribution, and noted the importance of educating the public on toy safety.



Mayra Guzman and her daughter Lizbeth wait for the North Regions' Toys for Tots distribution to begin.

The Agency's pediatrician, **Dr. Amethyst Cureg**, provided information on choosing safe and age-appropriate gifts during the holiday season. According to the most recent national statistics (2003, from the National SAFE KIDS Campaign), approximately 155,400 children ages 14 and under were treated at hospital emergency rooms for toy-related injuries. Nearly half of these children were under 4 years of age. Dr. Cureg talked about the important safety steps that both families with children and gift-givers can take to prevent toy-related injuries and deaths.

Lead staff involved in this year's activity included Supervising Human Services Specialist **Craig Maze**, Supervising Clerk **Florence Trent**, and Human Services Specialist **Theresa Drager**. Drager won the praise of her managers for making the most referrals to the program and translating the application form into Spanish.

This was a voluntary group effort showcasing our workers' teamwork, holiday spirit, and caring for the families we serve. Smiles from the children and their parents, plus a big hug from a young girl to District Manager **Mark Silvia**, showed how much the families appreciated the gifts.

# **Second Annual North Regions'** Supervisor Leadership "Advance" Held

The North Regions (North Coastal, North Inland and North Central) "advanced" once again (rather than "retreating") by hosting a special day for supervisors.

This was the second annual event, held at two locations: Marina Village on November 14th for North Central supervisors and the North County Regional Education Center on November 16th for North Coastal and North Inland supervisors.

Approximately 120 supervisors from all North Region divisions were included: California Children Services, Child Welfare Services, Family Resource Centers, Public Health Centers, and North Coastal Employment Services.

Deputy Director Nick Macchione and Assistant Deputy Directors Donna Hand and Francine Nickell kicked off the events, citing the importance of the supervisors' role in effectively communicating the mission and the vision of the Agency to our front line staff.

Throughout the day, supervisors engaged in strengthbased activities focused on leadership, including: Find Your Strengths (an ice-breaker game centered on supervisors' strengths from the "Now Discover Your Strengths" book), Empowering Leadership (discussion/activities on solutions related to progressive discipline), "The Animal In Us" (teambuilding exercise), and "Succession Planning for You, Your Staff, and Your Team/Department" (brainstorm and action plan development for succession planning at different levels).

According to participant evaluations, many supervisors noted how much they valued the Advance and the skills they learned.



North Coastal and North Inland Region supervisors (above) gathered for a photo at their "Advance" on Nov. 16th, while the North Central Region supervisors (below) did the same on Nov. 14th.



#### **El Cajon FRC Toys for Tots**

The El Cajon Family Resource Center provided hope and happiness through the gift of new toys to disadvantaged children and families who might otherwise be overlooked this holiday season.

Through the generosity of community donations and the coordinated efforts of the Miramar Marine Air Station and the El Cajon FRC, toys were distributed to approximately 200 needy children.

Staff also took the time to make a simple reminder phone call to connect with the families they serve hoping that it might make a difference to that one child receiving their holiday gift.



#### **Board of Supervisors**

Greg Cox, District 1 Dianne Jacob, District 2 Pam Slater-Price, District 3 Ron Roberts, District 4 Bill Horn, District 5

Chief Administrative Officer - Walter F. Ekard

Health and Human Services Agency Director - Jean M. Shepard

#### County of San Diego

Health and Human Services Agency

Editor - Tom Christensen

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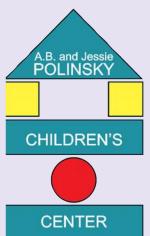
Aging & Independence Services: Denise Nelesen Alcohol & Drug Services: Kate Martin Central Region: Elise Lorentz Child Welfare Services: Cathi Palatella East Region: Katie Judd Financial & Support Services: Marion Morris

Mental Health: Bonita Maglidt North Central Region, North Coastal Region, North Inland Region: Nina Constantino Public Health: Wilma Wooten South Region: Angie DeVoss

## The HHSA Connection

## HOLIDAY SEASON ACTIVITIES FOR POLINSKY CENTER CHILDREN

The outpouring of the community's generosity during the holiday season was again evident at Polinsky Children's Center with the Toby Wells Foundation's annual donation of decorated Christmas trees providing a festive flair in the cottages, intake and visitation areas. The Foundation also provides toys, games and WalMart gift cards for all of the teen girls and boys.



The flurry of activities continued on December 10th with Salon Day. This special annual event was hosted by local beauticians who donate their time and talent providing the children with hair-styles, haircuts, pedicures, manicures, hair product and a catered lunch.

On December 13, Viejas transported the children to the Viejas Recreation Center in Alpine for their annual holiday party which included crafts, entertainment, gifts, food and drinks. After the party the children were treated to an Ice Princess show at the Viejas Outlet Center.

"Shop With A Charger," an annual event, sponsored by the Donnie Edwards Foundation, took place on December 18th and is a Polinsky Children's Center favorite. Each child goes shopping for holiday gifts with a Charger and \$100 at WalMart and afterwards participates in activities and enjoys lunch.

The kind and generous time and commitment of San Diego agencies, companies, organizations, and individuals ensures a glorious holiday experience for the children at Polinsky Children's Center. We extend to everyone our sincere thanks and gratitude for providing them with an invaluable and joyous holiday season.

#### Centralized Child Welfare Services Distributes Computers

On Saturday, December 2, 237 computers were distributed to San Diego County foster families and relative caretakers. This was a joint effort between the San Diego Futures Foundation and the Centralized Child Welfare Services Foster Home Licensing program. The event was held at the Agency's 8965 Balboa Avenue site. Futures Foundation set up an on-site computer lab and provided the families with training on use of computers and the Internet.



The Computers for Foster Families
Program was initiated in 2002 after the Board of Supervisors, at the direction of **Greg Cox**, designated the San Diego County Foster Home Licensing Program to partner with San Diego Futures
Foundation to pro-

vide free refurbished County computers to foster families. The program helps to strengthen and support our county's foster and relative caretaker families, and increases computer and Internet access for San Diego County foster youth.

As they received their computers, the smiles on the faces of the children and families



not only reinforced the partnership's commitment to children and foster families, but also gave the partnership the opportunity to share in the spirit of giving for this holiday season.

Have you submitted a **DIBBS** lately?

## The HHSA Connection

#### **Adoptions Teams Up with Junior Seau to Bring Smiles**

Twelve lucky children waiting for forever families were chosen from the San Diego County Adoptions Program to participate in this year's Shop with a Jock™ sponsored by Junior Seau Foundation.

The Junior Seau Foundation provides San Diegoarea youth ongoing support in the form of scholarships and financial support for a variety of programs. It achieves its mission through financial contributions from corporations and individuals. The foundation's mission is "to educate and empower young people through the support of child abuse prevention, drug and alcohol awareness, recreational opportunities, anti-juvenile delinquency efforts and complimentary educational programs."

The Foundation teams with Mervyns, corporate sponsors and individual donors for the Annual Shop with a Jock™. During the holiday season, Shop with a Jock™ gives underprivileged children the opportunity to shop for gifts for their loved ones. To make this event unforgettable each child shops with an athlete from the San Diego Chargers, NFL alumni, San Diego Padres or a local college athletic team. Following a dinner, many funfilled games and motivational words from Junior Seau himself, the children are then paired with an athlete who accompanies them on a holiday shopping spree throughout Mervyns.



San Diego Charger Jacques Cesaire, center, spends some time with 7-year-old Trevelle, left, and 10-yearold Daryon before they hit the store in search of the perfect Christmas presents.



**Fatimah Abdullah**, top right, helps Stacy from the San Diego State University water polo team and Alexis shop for their Christmas gifts.

For many years, Junior Seau symbolized the heart, intensity and drive of the San Diego Chargers. He set the standard for work ethic. Junior "was" the Chargers - the hometown boy who made good, playing for the team he idolized while growing up in Oceanside. Seau has always been known as being a team leader on and off the field.

Seau believes that it is essential for children to learn about giving during the holiday season - he hopes the children who participate in this holiday event will experience the true meaning of the season as they shop for gifts for their loved ones.

The 12 children waiting for adoptive families enjoyed the event and were able to go beyond what they had imagined as far as their holiday shopping. One set of siblings bought gifts for their younger sibling who they are not currently living with and miss very much. This event gave more than just material things to the children: it also provided a feeling of belonging and empowerment to them.

#### **Director's Call-In**

Share your ideas and concerns with

HHSA Director

Director of Operations

Jean M. Shepard

Paula Landau-Cox

First Friday of each month • 8 a.m. - noon (619) 515-6555